

# **Transforming Government**

## ***Through Information Technology (IT) and Information Resource Management (IRM)***

September 28, 2011



### **Agenda**



- **Baseline Assessment**
- **The Way Forward**
- **Conclusion**
- **Discussion**

- Completed over 4 months
- Interviewed over 200 individuals from departments, offices and attached agencies
- Cataloged more than 1,500 pages of notes and background material

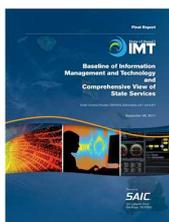
*“Mahalo” for your hard work, cooperation and collaboration*

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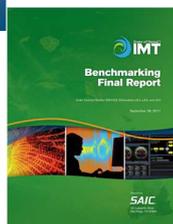
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## Three Major Deliverables

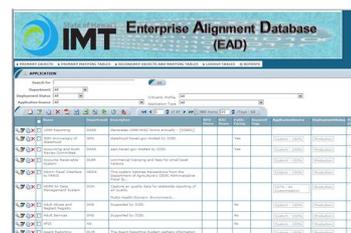
### 1) Baseline Report



### 2) Benchmarking Report



### 3) Enterprise Alignment Database (EAD) Tool



Application	Business Process	Business Unit	Business Function	Business Process	Business Unit	Business Function	Business Process	Business Unit	Business Function
CPA	Accounting	CPA	Accounting	Accounting	CPA	Accounting	Accounting	CPA	Accounting
CPA	Accounting	CPA	Accounting	Accounting	CPA	Accounting	Accounting	CPA	Accounting
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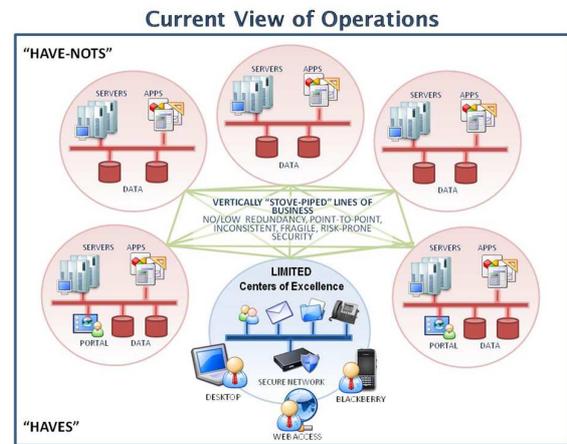
Items 1 & 2 will be released in an open, transparent manner to the public

*High quality work products delivered on time and within budget – Phase A complete!*

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- 18 Departments & University of Hawaii
- \$157.5 million IT/IRM budget
- 746 IT/IRM staff
- Over 500 applications
- 200 lines of business
- High duplication of effort
- Wide funding disparities
- Some focused areas of excellence



*Many disconnected silos of effort*

## Widespread Symptoms of IT/IRM Management Challenges

- Inefficient manual interfaces
- Minimal enterprise integration and sharing
- Narrowly-focused federally funded solutions
- Limited use of IT/IRM to enable mission service delivery
- Aging legacy systems conditions (20+ years old)
- Proliferation of any and every type of IT/IRM product and service
- Little business process coordination or information sharing across departments (and programs)

*A clear need for transformation*

- 1) No coordinating authority for managing information resources and technology across the State
- 2) Lack of cross-cutting business process re-engineering (BPR)
- 3) Deep cuts in resources and budget reductions in the State over the past decade

*Major issues exist – but all are solvable!*

# The Way Forward



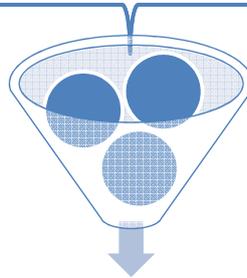
# 20 Key Recommendations

Business Reference Model  
Manual Interfaces  
Risk Assessments  
Performance Measures  
Funding for IT  
Agency Model

Data Sharing and Collaboration  
Bargaining Unit Leadership  
Service Management Model  
Application Integration  
Platforms and Technologies

Organizational Change  
ICSD  
Applications Portfolio  
Data Architecture  
IT Costs  
IT Skills

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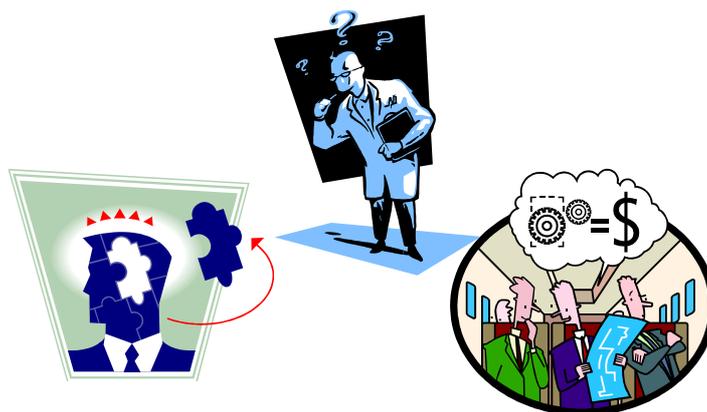
All recommendations are important but must be sequenced according to resources and readiness

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Enterprise Focus  
Governance Strategies  
Business Process Re-Engineering  
Technical Foundation

***We must start implementing 4 basic foundational recommendations now!***

# SAIC Recommendation #1



***Adopt an enterprise focus relative to information management and information technology to transform the effectiveness of State government.***



*The CIO needs to establish statewide governance processes that help ensure IT dollars and resources are used efficiently and effectively.*



*There is an urgent need to re-engineer business processes that cut across all or multiple Departments.*

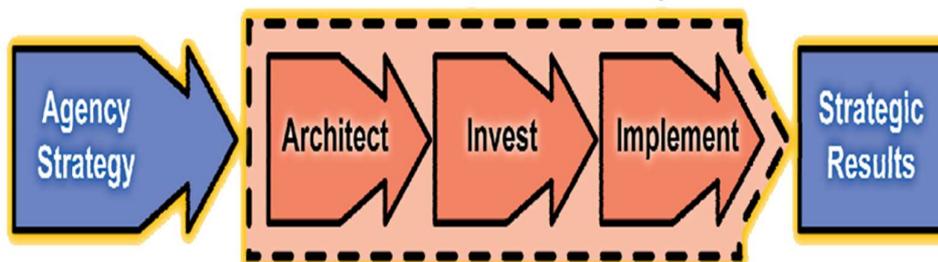


*Create a technical foundation by beginning efforts to upgrade the State's IT infrastructure immediately.*

# The Transformation Plan



## Performance Improvement Lifecycle



# CIO Will Provide IT/IRM Leadership

- Develop, implement, and manage IT/IRM governance
- Establish and enforce policies and standards
- Create architectural requirements
- Provide statewide IT/IRM investment oversight



# Focus on Cross-Cutting/Enterprise Solutions

Re-engineer processes that are:

- Performed by multiple Departments
- Paper-driven
- Shareable across a foundational, enterprise IT infrastructure
- Extraordinarily labor-intensive and therefore drive users to create one-off solutions



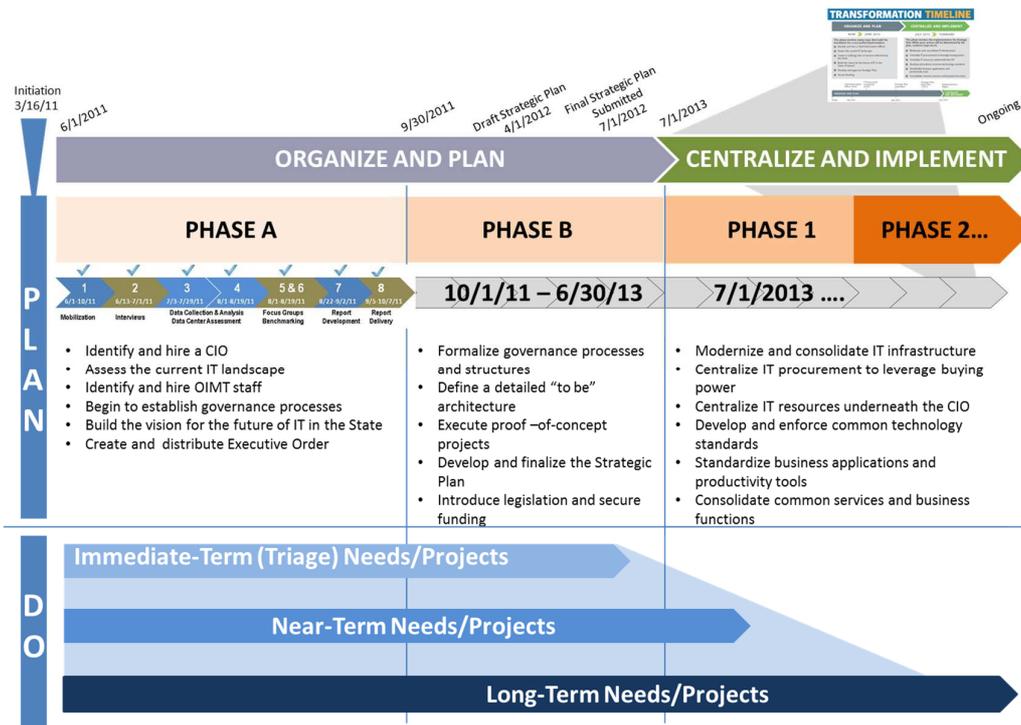
***Don't just automate inefficient processes...re-engineer them!***

# Prioritized BPR Process Areas

Candidates for Cross-Cutting Enterprise Solutions	Immediate-Term	Near-Term	Long-Term
Financial Management Initiatives	✓		
Procurement and IT Acquisitions	✓		
Program/Project Management Process Definition	✓		
Time and Attendance Reporting	✓		
Check Printing and Processing	✓		
Legislative Bill Tracking	✓		
Constituent Response Tracking	✓		
Data Entry	✓		
Enterprise Email Solution	✓		
Inventory/Asset Management		✓	
Document Tracking and Records Management		✓	
Neighbor Island Solution		✓	
PPACA Implementation		✓	
Longitudinal Data Enterprise Solution		✓	
Federal Grant Application and Lifecycle Management			✓
GIS Enterprise Solution			✓

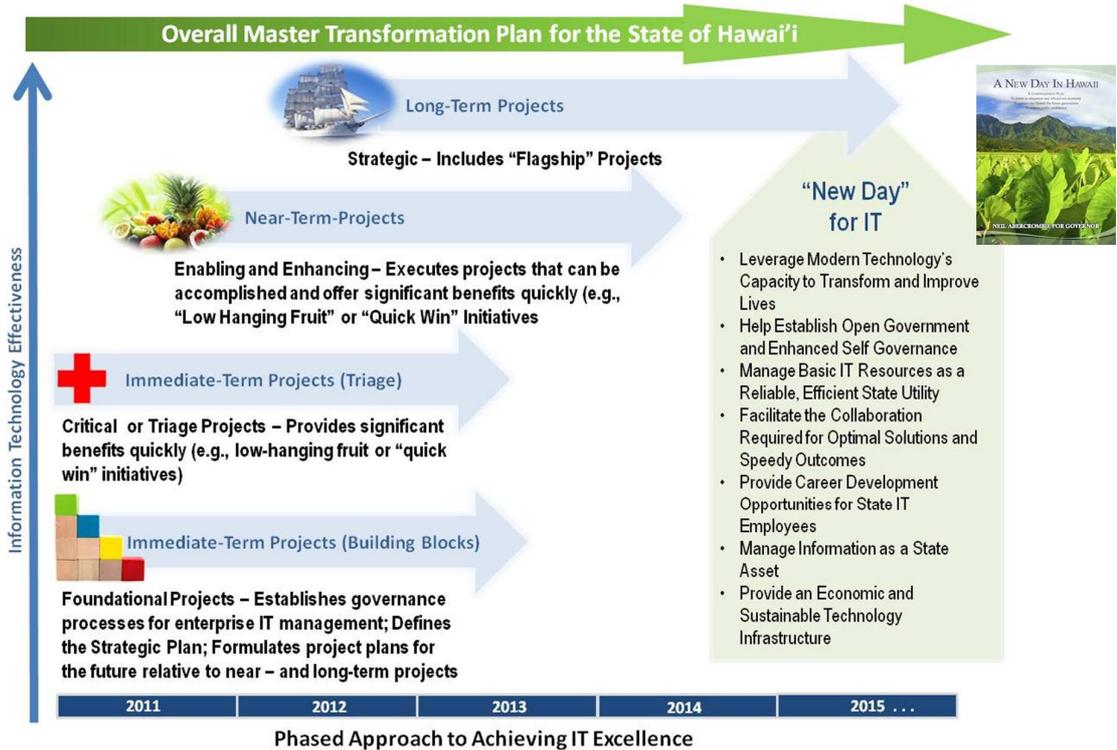
*Lay the groundwork for efficient delivery of services statewide*

# An Integrated, Multi-Year Plan



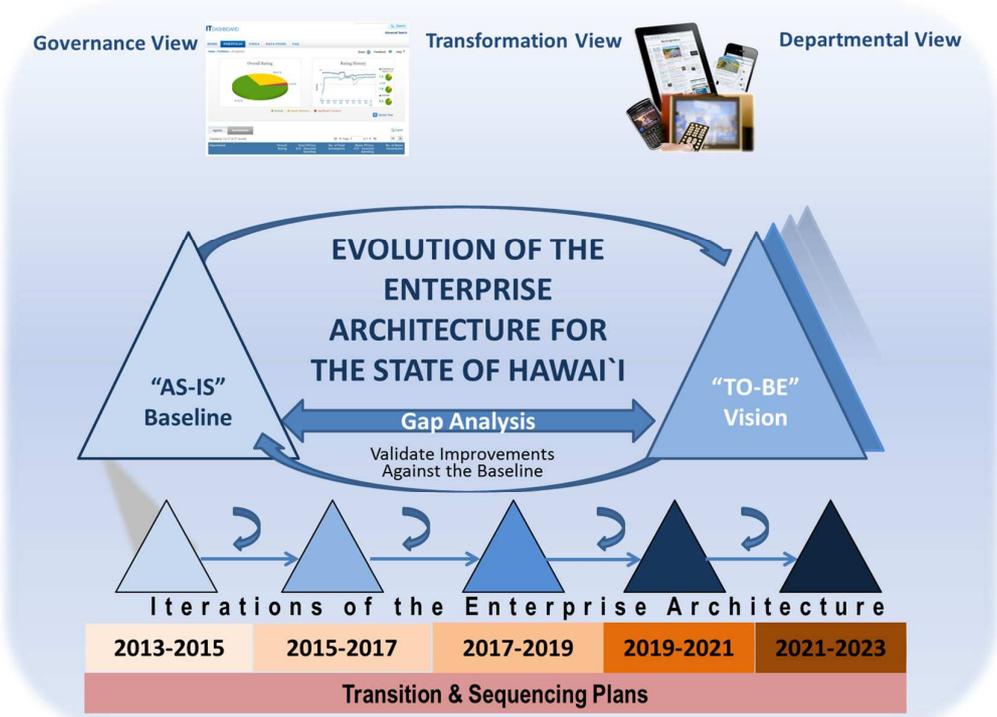
*Thoughtfully implemented across five phases over ten years*

# ...With Wins Along the Way to a "New Day"



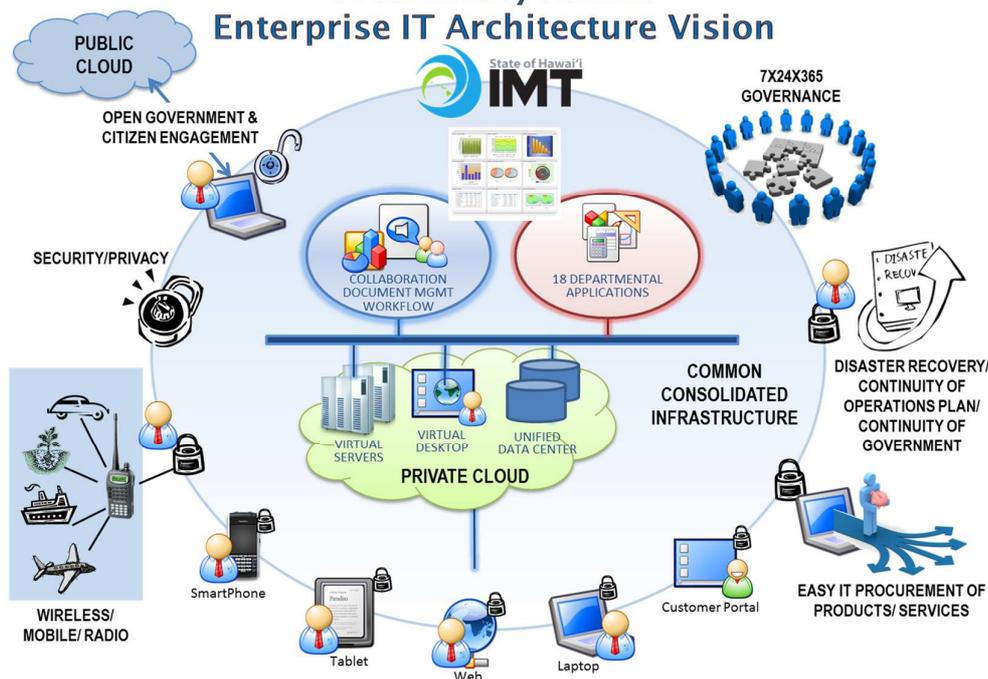
*You will see incremental improvements and delivery*

# IT Strategic Plan Drives Long-Term Vision



*Deliver outstanding service and business value*

## Preliminary Future Enterprise IT Architecture Vision

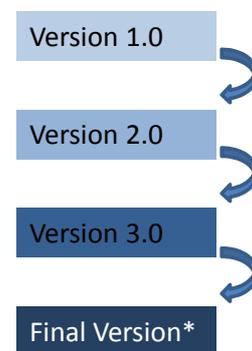


*Access to the right information – anywhere, any time, any mission, securely and reliably*

## Next Steps in the Transformation Journey

### Phase B

- Finalize the long-term “IT/IRM Strategic Plan”
- Complete detailed “As-Is Enterprise Architecture”
- Complete a detailed “To-Be Enterprise Architecture”
- Develop a “Transition and Sequencing Plan”
- Upgrade and update the EAD/portfolio management tool (ongoing)



\*Complete 7/1/2012

*Jointly developed in an open and transparent manner*

## How You Can Help

- Communicate your enthusiasm and confidence for the goals of the transformation regularly in your department
- Commit your best people to the business process re-engineering and enterprise architecture efforts
- Engage staff in identifying how things can and should be improved and committing time to support the transformation
- Commit to an enterprise approach
- Provide us regular and direct feedback
- Hold us accountable for results



*This is a historic opportunity for us to leave a lasting legacy*

## A Vision for a Better Future

- A CIO you can hold accountable
- A consolidated enterprise infrastructure with guaranteed reliability and service levels
- Immediate access to current, accurate information and metrics to measure success
- More time for you to focus on customer service and mission critical activities
- Agile, efficient, and effective delivery of services



*World-class State Government – with Aloha*

# Appendix

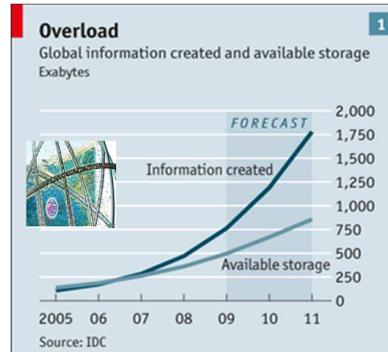
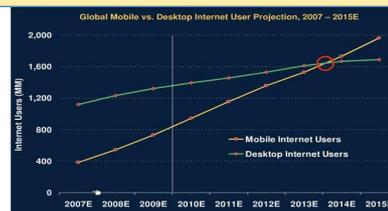
## Context: IT and IRM Trends to Watch



### 6 bold tech predictions: Fact or fantasy? FCW (December 8, 2010)

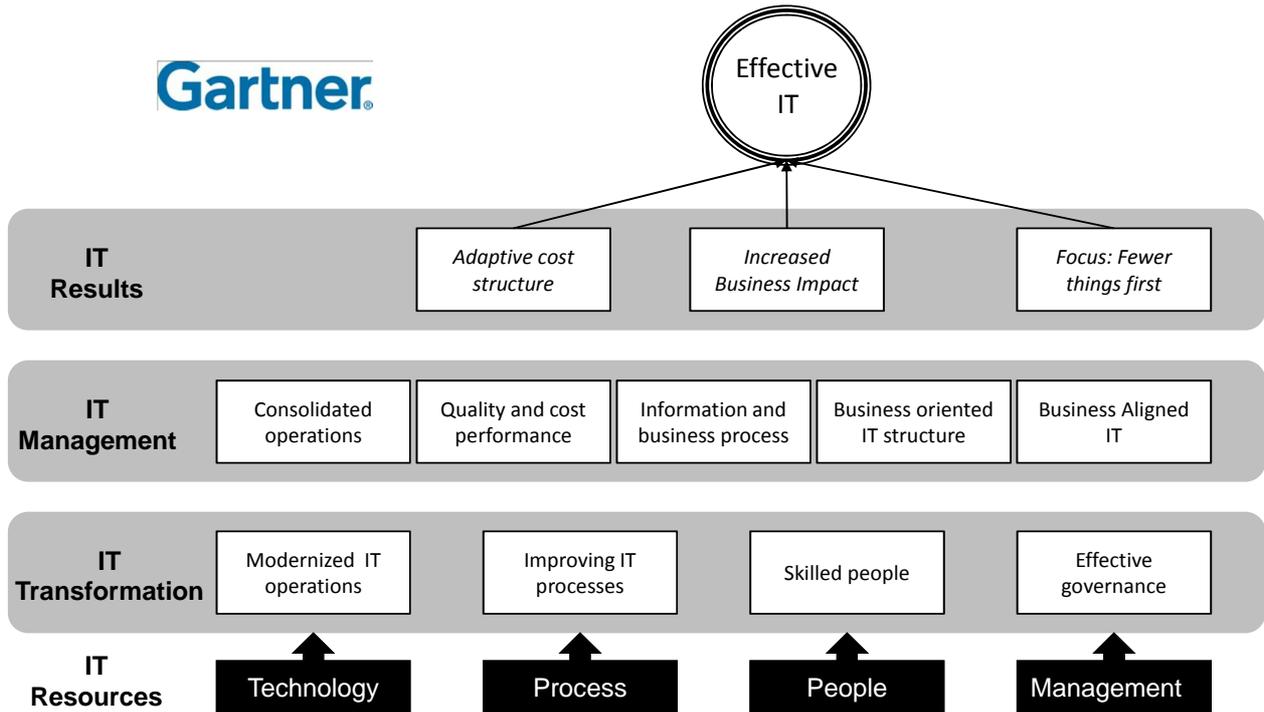
1. 20% of businesses will own no IT assets by 2012 (Gartner)
2. 75% of Stand-Alone IT Departments will disappear by 2015 (Corporate Executive Board)
3. One trillion devices will be connected to the Internet by 2013 (Cisco) – Current = 35B
4. The government can save \$1 trillion in 10 years by harnessing certain proven technologies (Technology CEO Council)
5. 25% of personal computing devices sold will be tablets by 2015 (Forrester Research)
6. Data will grow by 800% in the next five years with 80% Unstructured Text/Media (Gartner)
7. Information sharing via social media is becoming mainstream and must be embraced.

**Mobile will be bigger than desktop internet in 5 years**  
-- Mary Meeker, Morgan Stanley, April 2010



**Volume of digital information increases tenfold every five years and the data is replicated many times over!**

**Gartner**



*CIOs build effective IT/IRM through transforming resources and management practices*